The Balanced Scorecard

The Balanced Scorecard is a strategic management and learning tool developed by Robert Kaplan, a professor at Harvard Business School, and David Norton, founder and president of two notable consulting firms. A BSC permits organizations to translate their strategy and vision into action. It provides feedback through determined measures and targets so that the organization can constantly improve their strategic performance. Objectives, initiatives, and even measures can be evaluated and changed to better support the outlined goals.

Utilizing the BSC framework ensures that the City is maintaining a balanced approach to managing its operations. Fostering development in each of the BSC's four perspectives (Customer, Financial, Internal Process, and Learning and Growth) will enable efficient and sustainable operations. The recognition and active involvement within these perspectives creates a much needed balance inside the organization. By placing objectives into this format, it clarifies the strategy and identifies the cause and effect relationships that exist among them.

SERVE THE CITIZEN/CUSTOMER PERSPECTIVE: ARE WE MEETING CITIZENS' NEEDS AND DELIVERING WHAT CUSTOMERS WANT?

MANAGE OUR RESOURCES/FINANCIAL PERSPECTIVE: WE MUST FOCUS ON HOW TO EFFICIENTLY MEET SERVICE NEEDS. ARE WE DELIVERING SERVICES AT THE RIGHT PRICE? ARE WE BEING GOOD STEWARDS OF OUR FINANCES AND FINANCIALLY ACCOUNTABLE?

RUN THE BUSINESS/INTERNAL PROCESS PERSPECTIVE: WE MUST FOCUS ON THOSE CRITICAL OPERATIONS THAT ENABLE US TO SATISFY CITIZENS. TO SATISFY OUR CITIZENS, WHAT BUSINESS PROCESSES MUST WE FOCUS ON AND/OR EXCEL AT? CAN WE IMPROVE UPON A SERVICE BY CHANGING THE WAY IT IS DELIVERED?

SUPPORT OUR EMPLOYEES/INTERNAL OR LEARNING & GROWTH PERSPECTIVE: OUR ABILITY TO SERVE CUSTOMERS AND IMPROVE SERVICES IS DIRECTLY IMPACTED BY OUR EMPLOYEES' ABILITIES. TO SATISFY OUR VISION, HOW WILL WE SUSTAIN OUR ABILITY TO CHANGE AND IMPROVE? ARE WE MAINTAINING TECHNOLOGY AND ARE WE TRAINING EMPLOYEES FOR CONTINUOUS IMPROVEMENT?